

JANUARY, 1957

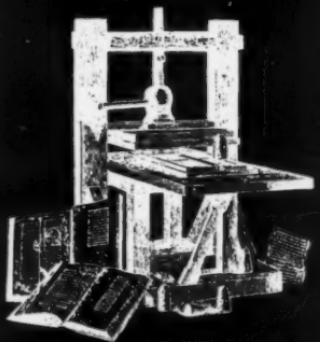
# Manage



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**MANAGEMENT TEAM AWARD** (\**Page 58*)  
**HOW RUSSIA 'FIXES' ELECTIONS**  
**RETIRE—WITHOUT FEAR**  
**NOISE IS EXPENSIVE**

*3 dollars / year*



He that hath a Trade  
hath an Estate;  
and he that hath a Calling  
hath an Office of Profit  
and Honour;  
but then the Trade must be  
worked at, and  
the Calling well followed,  
or neither the Estate  
nor the Office Will enable  
us to pay our Taxes.

Benjamin Franklin.  
*Poor Richard's Almanack*, 1758

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# MANAGE



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**MANAGING EDITOR: W. W. Keifer**

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• **ASSISTANT: Norman George**

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• **BUSINESS EDITOR: William Freeman**

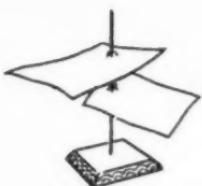
• **BUSINESS & CIRCULATION MANAGER: L. E. Nangle**

## IN THIS ISSUE

JANUARY, 1957 Vol. 9, No. 4

The editors' memo gives the readers a break for the New Year . . . The Washington Report tells how the Russians flip the satellite coin: heads we win, tails you lose . . . Frank Kracha, a retired factory manager and former NMA director, presents some new ideas on an old subject, retirement . . . Irv. Leiberman tells about the clipping-est business in the U.S. . . . Dayton Rubber Co. has a unique program that helps us abroad . . . W. W. Holman presents the foreman's role in personnel selection . . . "Noise Is Expensive" tells what sound can cost in personnel and production . . . "Act on Fact" tells of a girl who was fired because she took her vacation, and the trouble she started . . . And "Business Notebook" demonstrates once again that the businessman has a heart . . . The cover story, on page 58, tells how a management club rolled up its sleeves and went to work—to help the community . . . the index is on the back cover . . .

MANAGE is published monthly on the 25th by THE NATIONAL MANAGEMENT ASSOCIATION (formerly The National Association of Foremen) as its only official publication. Entered as second-class matter September 9, 1952, at the post office in Dayton, Ohio, under the Act of March 3, 1879. Printed in the U. S. A. Publication office 230 West Fifth Street, Dayton 2, Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices: 321 West First Street, Dayton 2, Ohio. Copyright 1957 by The National Management Association. Subscription rates: annual U. S., \$3.00; foreign, \$5.00; single copy, 30 cents. Bulk subscription rates upon request.



# EDITORIAL Memo

....FROM THE EDITOR

1957

## GRIST FOR YOUR THOUGHT MILL

AT this beginning of a new year, the readers as well as the editor will get a break. For this issue, I have no sermons on any subject. Neither am I burning with ambition to crusade for or against anything that cannot be postponed until next month—or the next.

I think the American industrial system is in darned good shape and that management men everywhere can hold their heads up proudly at having done a whale of a fine leadership job. It seems industrial employees are thinking for themselves and making up their own minds about what is best for them, their families and their country. Therefore business is poor for leaders who have no business trying to lead.

The National Management Association membership has never been more united behind sounder objectives. There has never been more reason for supervisory management people to want to develop for greater responsibilities and there has never been more opportunity for bona fide management teams to do great jobs.

It is a great way for American industry to start a new year. Optimism—coupled with determination and ability—make a powerful combination, hard to hold back from progress.

In the middle drawer of my desk, I have many notes for editorials which I have collected during 1956. When editorial-writing time comes about the middle of the month, I plunge my hand into the drawer and choose a note. Then I mull over the thought written on it while observing the pigeons on the roof just outside my window facing the north. At first, I just want to write about pigeons, but thus far the suggestions on the notes have always overcome that desire.

Today I reached with both hands into this "editorial note drawer" and pulled out all the bits of paper. Instead of writing 200- to 300-word editorials on each topic, I will greatly condense each into one paragraph.

Here goes . . . and now you will see from what little acorns big wordy editorials grow . . .

¶ At Louisville, Ky., approximately 100 college men and women left a banquet in the Kentucky Hotel late one Saturday night. As they walked out through the lobby, 28 of them consulted the "Directory of Church Services" near the exit.

¶ At Dayton, O., the Foreman's Club of Dayton, Inc., invited all city high school seniors to join the club members at the November meeting to hear a noted Scotch immigrant speak on "Why I am Glad to be an American." Forty-five per cent of the students who came were Negro.

¶ The health of Americans is so much better today than in 1775 that, according to one famous physician-author, George Washington would have to be classified 4-F, were he alive and young enough to be summoned by selective service. General Washington suffered many illnesses, including tuberculosis, a slight case of rickets, and malaria, while a youth.

¶ Cloyd Steinmetz, Reynolds Metals Co. executive and popular NMA speaker, pointed out to a college vocational guidance group that 83 per cent of those who fail in business and industry do so because they have not learned how to get along with people.

¶ The Douglas Management Club (El Segundo, Calif.) sponsored a 1955 relief drive to aid the Navajo Indians in the southwest, said to be starving. Members contributed 550 cans of meats and vegetables and \$115 in cash. At the point of distribution in Arizona, 7,000 Indians showed up.

¶ Living within 100 miles of each other in the industrial middle-east, one National Management Association director pays his own expenses in visiting his assigned NMA clubs while another director has a company limousine and chauffeur at his disposal for NMA trips.

¶ It is anticipated that NMA clubs will sponsor over 200,000 man-hours of management education programs during the year ending June 30, 1957.

¶ Attaching a newspaper clipping with the following headline "Leadership Replaces Brutality in Training of U.S. Marines," a reader writes in to suggest that the NMA establish a U. S. Marine Corps management or foremen's club at Parris Island, S. C.

*Near Sims*



# Washington Report....

## ....for supervisors

by Stewart French

January in the nation's capital marks far more than just another new year: a new Congress—the 85th—takes over on "The Hill," and an Administration, while not exactly new as to top personnel, begins a new term with at least some new faces "Down-town." Both the Democratic Congress and the Republican Administration will have new programs, or at least new emphases on old programs. And of course the old American political game of running for the next elections—those of '58 and '60—starts anew.

Once the Senate and the House are organized—that is, the presiding and administrative officers chosen and, most important, committee chairmen named and the committees manned—then the legislative year really gets under way with the President's State-of-the-Union message.

This message outlines the broad, general program of the Administration, and as such it is by way of being a keynote speech for legislative and administrative activity. Specific recommendations for specific legislation are sent up to the Hill later, in special messages.

The State-of-the-Union message has its basis in the mandate laid on the President by Art. II, Sec. 3 of the Constitution, which says, "He shall from time

to time give to the Congress Information of the State of the Union, and recommend to their Consideration such Measures as he shall judge necessary and expedient." The capitalization and the syntax are those of the Founding Fathers. Although there is no requirement that he do so, the President usually delivers this message in person to the members of the Senate and House, assembled in the House chamber, with the Supreme Court and the Diplomatic Corps (including the Russians) present.

French

#### LEGISLATION TO AFFECT SUPERVISORS

Supervisors, as Americans, are of course interested in, and will be affected by, all of the national and international legislation and executive actions of the Administration. However, of special interest to them in their jobs will be the President's proposals for changes in the Taft-Hartley Act, for broadened coverage and possible increase in the minimum wage, and for federal aid to depressed areas—that is, localities in which there is pronounced unemployment.

Also, of great economic and social impact will be the President's push to keep his campaign promises for federal monies for building schools, for housing aid, and for health insurance and civil rights. In terms of political realities, some of these proposals will be designed to appeal to two groups long overwhelmingly Democratic: the labor vote and the Negro vote.

By the same reasoning, the Democrats controlling Congress can be expected to try to outbid the Administration in several of these fields, such as a bigger boost in the minimum wage, and also to carry a banner of their own in the way of higher farm price supports to try to woo the farmer away from his traditional Republican stand.

It's all part of the greatest governmental system ever evolved in the history of man, and we've done very well indeed under it.

## ¶ TAFT-HARTLEY IN THE MIDDLE

As this reporter pointed out in the November column, both Republicans and Democrats officially and formally pledged themselves in the 1957 party platforms to change the Labor-Management Relations Act of 1947. The Democratic plank would have changed it by killing it outright; the Republican plank pledged the Party "to overhaul and improve" it. But, again quoting ourselves, "party platforms are made to run (for election) on, not to stand on."

Therefore, perhaps more significant are the words of the head man of the head party. On October 12, President Eisenhower, referring to his previous recommendations for "changes in the Taft-Hartley Act that I think would be better for labor," emphasized his support of amendments to the Act to:

Protect the right of economic strikers to vote in representation elections.

Equalize the obligation under the Act to file non-Communist affidavits.

On Oct. 25, the President promised to:

"Continue economic and fiscal policies that have helped generate our present prosperity. Soon there will be 70 million jobs for our people. . . ."

"Continue the fostering of industrial peace, allowing both labor and production to reach new frontiers of progress."

## ¶ "BIG BROTHER" TAKES ALL

Thar's gold in them thar satellites!

Russia's hullabaloo about "international solidarity" and "comradeship of the workers" and such in trying to keep a hold on Poland, Hungary, and the other Eastern European countries has a sound, and a huge, rubles and kopecks basis.

According to material gotten together for Congress under the direction of the Joint Committee on the Economic Report, Russia has been squeezing out

of Poland many millions of tons of soft and hard coal, pig iron, textiles and such.

From Hungary, the Big Brothers of Moscow have been shipping to themselves as much aluminum ore as they can whip out of the Little Brothers, as well as wheat, leathers, and other things the Hungarians themselves sorely need. From Czechoslovakia the Protectors are getting machine tools, precision instruments and glassware. From Romania she has been sweating out (of the Romanians) oil and petroleum products in millions of barrels. And so on with all the other satellites.

#### HEADS RUSSIA WINS, TAILS THE SATELLITES LOSE

It might be argued that the governments that would replace the Kremlin's fair-haired boys in these countries probably would be communist, that inevitably they would be oriented, economically, toward Russia rather than toward the West by the facts of geography and politics--in other words, Russia will still continue to get the bulk of manufactured goods and raw materials they produce.

However, that argument overlooks how the Russians do business with the satellites. It's the Russians, through their "trade agreements" that set the price they will pay to the Little Brothers in Poland, Hungary and like countries. Not only that, they tell them what to produce, and when and where. Then, just to round out their position, they tell the satellites what they will buy from Russia, at what price, how much, and when.

Understandably, the satellite factory operators, farmers and workers take a very dim view of that way of doing business. So even if communist regimes are set up, the more non-Russian they are the more it will cost the Russians to do business, and the tougher the administration of the communist economy.

As unrest continues and spreads, the Kremlin is going to need more and better supervisors and foremen.

# RETIRE *without* FEAR



● "In retirement, I am on my own. I do not propose to accept a regulated form of life promoted by someone lacking the experience in this new adventure..."

by Frank Kracha

RETIREMENT should be a golden era ahead, looked to with gusto by the foreman—or any other employee—who has pounded away day after day, year after year, at his partially regimented task.

Retirement, to him, should be a period of leisurely moments laid end to end in which he will find pleasure and the opportunity to do those countless little things he has been "too busy" to do for so many years.

"So you are retired! What on earth do you do with yourself? I suppose you will engage in some work." Friends and acquaintances have made these points in conversations with me since I retired after 49 years with the same company.

In retirement, I am on my own. I do not propose to accept a regulated form of life promoted by someone lacking the experience in this new adventure.

Frankly, I subscribe to a rather

new form of retirement—not a formula that supposedly fits each and every individual. Because we are different human beings, our likes and dislikes are not identical.

The company with which I was associated had the foresight (and the best interests of its employees so at heart) to adopt a pension plan for those who would retire. The pension plan is a big assist to retirees getting over the financial income hurdle that awaits them when they stop working.

But even so, I did experience a loss when I retired—and the loss was the host of friends who were my associates in work and play. This, perhaps, is the greatest loss experienced in the divorce from my job.

In this discussion, let's confine ourselves to a group of individuals whose job responsibilities and earnings establish a pattern that will best fit the foreman in industry.

As a foreman, his responsibility to higher echelons in management—as well as being a leader of the men he supervises—places him apart from the average employee.

I believe that every foreman looks forward to the time he will retire. But too often he dreads the approach of that day—when the ultimate divorce from his duties becomes a reality.

This reluctance to envision leisure and inactivity as a reward is natural. It is prompted by the premise that loss of daily contact with friends and associates in business will give him the feeling he is no longer part of the team.

As mature individuals, we must recognize that those who take our places also accept the same responsibility that at one time was a challenge to us, the retired.

Young, energetic and ambitious men yearn for opportunities. They should not be subjected to long waiting periods—until the old man dies.

Retirement need not mean the lack of daily contact with the workman and brother foreman. This could bring about the loss of the greatest asset we possess—friends. However, we still have them in our church, clubs and homes.

Our behaviour during the working years will serve as a barometer, recording the coterie of friends we possess. Therefore, we should look forward to the day when we can



• **Frank J. Kracha** is a retired factory manager and former NMA Director, Hamilton Manufacturing Co., Two Rivers, Wisc.

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have more time to exert kindness and render service to our friends.

Lack of security from financial worries is often a deterrent to a happy retirement. This question often clouds prospective retirement for the foreman: "Can I maintain my standard of living and position in the community on my adjusted income?"

One thing is certain. If one lives up his income before retirement, some drastic sacrifices afterward are inevitable. Such curtailments are not conducive to a pleasant and harmonious existence in "leisure" years.

What approach should we undertake to avoid this worry and fear? First, you must thoroughly understand your company's pension plan

and determine the monthly income you will receive in retirement.

Unless you have been able to save some money or make investments from savings during the span of working years, you will be dependent solely upon your firm's pension, plus government Social Security income.

It is better to make sacrifices during your earning years than to face such a situation after retirement. The younger foreman—with years to plan ahead before retirement—may provide for that larger income when he steps out.

Most contributory pension plans may some day alleviate this condition by permitting the foreman to contribute larger amounts from his earnings to serve as savings towards a larger pension check.

It should be encouraging to those foremen looking forward to retirement to see a former associate experience a happy and pleasant life. It would be disheartening to see him as a recluse subjected to sacrifices he never experienced during the earning years.

If one's future is properly planned, he can look forward to the day of retirement with pleasure. As Americans, we seek freedom more than anything else.

During our supervising days, we are subjected to a discipline which we accept because we understand it is necessary to successful management.

Foremen, as a part of management—as well as all levels of management—must yield to some measurable regimentation. It's not always palatable, but is essential. Thus, a new freedom can be anticipated by the retired man.

What he does with that freedom is of little importance, except for the satisfaction that he can do what he likes provided he lives within the laws of society.

Man's interests during his lifetime are not fully developed because of the familiar excuse—"lack of time." In retirement, he can fulfill the desire to do as he wishes.

Fishing, golfing and hunting—all excellent forms of relaxation and recreation—top the list of hobbies. But will they provide the satisfaction to the man who has every hour at his disposal?

I think not. You must continue to stimulate mental growth through such avenues as good reading, keeping posted on current events, making associations with new friends, travelling and observing the beauties of nature.

Interest in any of these could easily become a hobby from which you could enjoy fulfillment of a retired life. Remember, interest in our fellow man is paramount today in the search for contentment.

There are countless ways in which one can help others. Kindness to others is a God-given virtue—which we in retirement now have time to cultivate.

their  
**BUSINESS**  
is  
**CUTTING UP!**



by Irv. Leiberman

*How the clipping bureaus help business . . . and actors, and playboys, the great, and the near great, the loved and the lost. Here is a unique service . . . the more it costs the customers, the better they like it!*

**C**LIPPING bureaus thrive on human curiosity.

About 70 of them thrive in the United States on the curiosity of some 25,000 business firms, organizations and celebrities who want to know when their names or their competitors' get into the papers. The bigger the bill, the better the patron likes it. Isn't that an ideal business?

Show business clients are apt to boast about the number of clips they receive, while society people usually look on collecting clips as a delightful but secret vice and rarely admit that they subscribe to such a service.

To get a debutante started in the clipping habit, some bureaus will collect clips on her free and then send them to her as a present, subtly enclosing a rate card.

The same method is used to en-

tice newly successful actors, authors and financial wizards.

Not all subscribers want to see their own names in print. Business firms keep track, through clippings, of their competitors' sales campaigns, law suits and labor troubles. For instance, Pepsi-Cola buys Coca-Cola clips, and vice versa. Manufacturers are always on the lookout for mention of products with trade names suspiciously like their own.

A New York fur designer saved thousands of dollars when he learned, from clips of advertisements, that a small furrier in the Middle West had copied his designs and was selling them in cheap coats. He stopped the copying before he lost all his customers in that area.

New York has the largest number of bureaus in any one city—11. The three largest are Romeike, Burrelles and Luce. Here, in rooms often knee-deep in paper strips, trained girls snip out thousands of newspaper and magazine items daily, containing news of the great, the near-great and even the unknown. Two of these firms got going about 1888, the year of the Big Blizzard, but the third is slightly older.

Henry Romeike, stranded and hungry in Paris in the 1870s, used to watch poor artists pay a copper or two for a few lines snipped from newspaper art notices in which their names appeared. Meanwhile, the news vendor continued to sell por-

tions of the same paper to others who had different interests.

Sensing that here was the nucleus of a profitable venture, Romeike got someone to stake him. So successful was he in Paris that he opened a branch in London, another in New York. Thus did the art of newspaper clipping enter the realm of big business.

Today, big clipping bureaus spend at least fifty thousand dollars a year each on all the 2,000 dailies and more than half the 11,000 weekly papers in the United States, plus 2,000 general and trade publications, and papers from the larger Canadian cities.

Postoffice trucks arrive every morning to deliver sacks full of publications. After being filed in bins according to the states of origin, the newspapers are sliced into separate sheets so that readers can handle them easily.

Each of the larger bureaus employs about 100 readers, mostly high-school graduates. Good eyesight and a photographic memory are essentials for the job. But first, the prospective reader must serve an apprenticeship as file clerk.

In this way she gets acquainted with clients' names, and so prepares herself for the job of memorizing perhaps as many as 6,000 trade and client names which will be her allotment when she's a reader.

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Most bureaus operate pretty much along the same lines as Burrelle's, which occupies two floors in a downtown Manhattan building. Burrelle has some 3,000 clients. To help keep key words and phrases alive in readers' minds, a few hundred of them are called over a loud-speaker system each morning at ten-thirty. When the list has been gone through completely, taking about two weeks, it is repeated from the beginning.

In addition, new orders are called over the mike as they come in. For instance, publicity directors of cosmetic companies expect these girls to detect in beauty columns the names of "all shades" of lipstick, rouge, make-up base, face powder, nail polish and eyeshadow, plus every cream, lotion, hair tonic, perfume and toilet water.

Add the fact that most cosmetic publicity "stories" are written so cagily for city editors that the publicity directors themselves often can't recognize their own releases when they appear in print—and what can the poor bewildered reader do?

Well, pictures help, provided the same model hasn't been used by three cosmetic companies at about the same time, posed with the same kind of product. So the flock of pin-up beauties mailed in advance of a publicity "break" are not stuck on the readers' boards to brighten their lives, but to guide them.



It takes four girls to read New York state papers, while one girl can handle Oklahoma, Iowa, Colorado and Washington state. The average reader in a day scans enough reading matter to fill four full-length novels. A good one can cover 17 large papers or 50 small papers in an eight-hour day.

Incoming newspapers are delivered to the readers, who sit at slanted tables in a large, well-lighted room. Each reader has a special territory, which may comprise one or more states or sections of the country, de-

pending on the number of papers coming from that territory. The girls scan each paper for mention, or pictures, of clients, and mark the items to be clipped. They cover every line, including personals, want ads, and comic strips.

"Girls", most bureau heads say, "make better readers than men because the men stop to read instead of merely scanning."

The quick scanning sometimes results in amusing mistakes, however. An olive grower once got hundreds of syndicated clips telling of the death of Olive Thomas, an erstwhile Ziegfeld beauty. Bing Crosby has received clips about Bing cherries. Twentieth Century-Fox gets all kinds of variations, from fox farms to I. J. Fox, the furrier.

As a reader finishes blue-pencilng each publication, she puts it on a stand near her desk where the pile

is collected every 15 minutes and taken to the cutting-pasting teams in the stamping room. Here two girls take turns snipping out marked stories and pasting them on stickers which bear the newspaper's or magazine's name, the city and state and date of publication, together with the circulation figure. All this information is valuable to publicity, advertising and sales people, who must keep records of work to show to the boss.

Pasted clippings are next taken to the filers' and shippers' room, a place reminiscent of a country post-office, with each client's name written above his box. When a box is emptied, which may be daily or weekly depending on the number of clippings collected, all clips are recorded against the client's name. Then, each month, he gets a bill. The charge per clip is from six cents to 50 cents, depending on how complicated the order is.

Burrelle's roster reveals such diverse names as Katherine Brush, Noel Coward, Eastman Kodak, Life Magazine, soap operas, book publishers and Dinah Shore. Their oldest accounts are Canadian Pacific Railways, Boy Scouts of America and the New York Herald Tribune, each having run nearly a half a century.

The two biggest orders ever handled by any agencies were both for English accounts.

Burrelle produced a half-million clips on the visit of the King and

Queen of England to the United States and Canada. Romeike went to town on the abdication of King Edward VIII and his subsequent marriage to Wallis Warfield.

An election year is a bonanza for all the bureaus. Candidates for every office, from presidential nominees on down, are anxious to know what the papers are saying about them. Sometimes they place orders with two or more bureaus to insure complete coverage.

Steady customers of clipping bureaus are manufacturers of artificial eyes, limbs, special shoes, flashlights, paper milk bottles, drugs. These clients want to read about accidents. The makers of artificial eyes and limbs are interested in people who may need their products. Other manufacturers are concerned because they want to know how the accidents could have been averted had the victim worn or used their product.

For instance, injuries in several trades are minimized when certain types of supporting shoes are worn. Experience proves that factory workers will buy these shoes if newspaper accounts of accidents are used as persuaders. Reports of damage caused by broken milk bottles make good reading for paper container companies.

Some checker-uppers are wealthy folk who want to know if there are any obscure black sheep in the family. Gossip columns often gossip

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people out of large inheritances! Columnists also like to mention those who might be named correspondents in lurid divorce cases. One client was so happy when Burnelle's did not find his name in the papers that he sent a thank-you note with his check.

Strangely enough, the huge orders for clippings that follow an event like Roosevelt's death, Churchill's visits to the United States and Grace Kelly's marriage, are a pain in the neck to the bureaus. And, in the long run, a loss. Girls must be taken

from regular work to fold thick and unwieldy clippings; readers are tempted to neglect smaller everyday accounts to concentrate on the big ones.

Some well-known people have a notorious hunger for publicity of any kind. For instance, the much-married man who, although he makes the front page every time the knot is tied or untied, is still so afraid some item about himself will be overlooked that he regularly calls up the bureau beforehand to tell of each impending marriage or divorce.

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The trouble with telling a good story is that it reminds the other fellow of one he'd half forgotten.

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Some people believe in environment; others believe in heredity—especially those who got their money that way.

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### FEWER WOMEN DRIVERS?

"Downtown store traffic has declined precisely because our women are busier than ever, making money, raising families and running our new homes . . . . The core of downtown store traffic was the woman with time on her hands, and her number has been declining rapidly. We have increased advertising, opened branch stores, stayed open evenings, trained sales help to serve busy customers better. In spite of such improvements in merchandising, the problem has not been solved . . . . More married women are working than ever before. At the turn of the century about five per cent of married women living with their husbands were employed outside their homes. By 1940, it had increased to 15 per cent. Today it stands at 28 per cent. Employment has increased most rapidly among women over 35, once the bulk of downtown store traffic."—*The Bach Letter, Henry Bach Associates, Inc.*

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## Test Your Word Sense

Here is a good way to test your vocabulary. Pick the best definition or use of the word, and then turn to page 59 for the answer.

# SATELLITE — REVOLTS

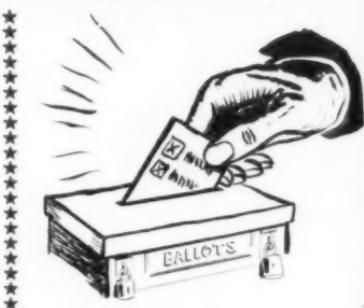


## HOW THE RUSSIANS 'FIX' SATELLITE ELECTIONS



ETCHER—  
Fox City  
Journal

# Ballots for Freedom



*by Ruth Nathan*

A NOTED psychiatrist who visited Moscow several months ago observed with clinical fascination the voting-in of Nikita S. Khrushchev, Communist Party Chief, sole candidate, up for "election" to the Supreme Soviet office.

"It is almost psychopathic the way they work to persuade themselves and the world that their elections are democratic," he said. "The Chairman of the Election Commission proudly showed off to me and other visitors the booths and ballot boxes standing in a bower of potted plants. There were floodlights, there was music. While every place had heavily curtained booths (transparent curtains), hardly any electors used them. They strolled to the box, folded their ballots, dropped them in. . . ."

To Americans who are invited to express preferences not only for their country's leaders, but for Miss America, Laughingest Baby of the

Year, Father of the Year, and so on, such passive behavior of citizens behind the Red voting curtain may be hard to grasp. As one good-humored U. S. senator quipped in describing the American voting spirit: "If you don't know who Miss Rheingold is, then you're probably not old enough to vote."

The fact remains that during election time within Russia and its Red-governed satellite countries, if one does not stand on the platform of conformance, he may as well catch a rocket ship to prison island.

A typical slave election behind the Iron Curtain, the fear of resisting governmental wishes, were described by 21-year-old Miss B. who managed to flee from Communist-controlled Romania a little more than a year ago. She gave an account of the election system there to Crusade for Freedom, the American volunteer organization which sponsors Radio Free Europe and Free Europe Press in the Kremlin's captive nations.

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where I saw lots of young people from the Communist Youth Organizations stationed in front of the entrance. Some of them knew me and knew also that I was not a member of their organization. They shouted: 'Everybody vote for the Popular Front,' when I came close to them. . . .

"I was unable to discover any special marks on the ballots or envelopes. The voter was not supposed to mark a cross in a circle, or to answer Yes or No. The ballot consisted of a printed slip of paper, stating that one voted for the Fatherland Front. With this slip I went to another voting booth where a Communist Party man told me: 'Just put the two ballots in the envelope and everything will be okay.' I stepped into the booth and had the feeling I was being observed and I lost the courage to carry out my intention of casting an invalid ballot. I quickly inserted the ballots in an envelope; the election commissioner took the envelope and touched both sides—probably he wanted to find out if I had put in both ballots. . . . When my mother voted, she said in a loud voice for all to hear, 'I do not have to step into a booth; I can do what I would do in the booth in public.' Our lawyer was relieved, because my mother, too, was under suspicion."

The Kremlin bosses put on pains-taking propaganda programs months before an election. This is done

through government-paid "election agitators" who call personally on families in a given area, to supplement the effects of the Kremlin pep talks over the regular media of information. The same agitators usually follow through by showing up on voting day to urge their groups to vote "collectively" instead of individually.

Chief means by which Communist state officials keep tabs on their people and make sure that elections take place according to prescription are through carefully compiled voter listings, as reported by a Bulgarian escapee. "These lists record the voting attitudes of four different types of voters," he said. He described them as follows: "a) Reliables; b) Indifferent-Reliables (subject to no special control); c) Indifferent-Unreliable (subject to special control); d) State Enemies (under strong special control)."

To gather evidence for the accurate categorization of voters, ballots handled by the two latter categories are marked with secret water marks which the voters cannot notice . . . but word has been sent out that such marks are there. Such "persuasion" has resulted in Communist-run elections which are almost 100% the way the Red masters planned them.

When President Dwight D. Eisenhower said in a recent press conference that ". . . the right to vote as an individual thinker is one of the

blessed rights of the free individual . . ." he was making pointed reference to Communist-ruled countries where citizens have been stripped of that right to mold their own destinies. The President followed this up by having the State Department invite a group from the Soviet to study the procedure of our own free elections. They ignored the invitation for about 10 days, then accepted.

During the 1952 American presidential election, the Kremlin and its satellite radio and press described the two leading nominees, Eisenhower and Stevenson, as "warmongering politicians in the pay of warmongering capitalists." Editorial cartoons such as the one published in the Budapest, Hungary, comic weekly, "Ludas Matyi," portrayed our presidential contenders as "plotters of an aggressive war to exploit the American masses."

This year, the American candidates were the same, and the party line from Red Square Headquarters was the same, though the language thus far has been somewhat refined. For example, Moscow radio listeners in August heard that . . . "In the United States, the so-called two party system is one of the most powerful means of preventing the emergence of an independent Workers Party . . . At the elections, the people are deceived and their attention diverted by means of futile duels between bourgeois parties . . ."

And from Radio Poland: "We see

the American presidential election with Marxist clarity. Nixon is an opponent of the Geneva spirit—one of the open supporters of the cold war. Adlai Stevenson cannot forget the party bosses—the real masters of the electoral merry-go-round. . . ."

Massachusetts' Sen. John F. Kennedy, answering Bulgaria's charge that ". . . Over 200,000 propagandists are employed in the United States to force the population to the polls," replied with these words over the Radio Free Europe network:

"In not a single instance has a Communist government come into power through elections which were really free. . . . It is doubtful if a single Communist government in the so-called People's Democracies would remain in power if it were put to the test of a truly free and popular vote, such as we are experiencing right now in our American presidential and congressional elections."

Added to Senator Kennedy's remarks was a joke told by a Romanian escapee. "An American tourist meets a citizen of Bucharest and talks about freedom in the United States. 'We can even criticize our President,' he says; 'Can you do the same?'

"'Of course,' the Romanian replies. 'We can always criticize YOUR president.'"

At the outset of the last Czechoslovak election of its legislative assembly, Free Europe Press showered

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this satellite country with balloon-borne "Operation Veto" leaflets on the eve of election. FEP, wishing to gauge the extent to which "obedient" captives urged to vote against their regime might do so, encouraged the people to cast "opposition ballots." The project was a rewarding one in terms of what the peoples outside the Curtain might do to give courage to those within the Red orbit who longed to breathe the free air. For instance, many Czechs openly distributed the FEP "operation veto" leaflets declaring they would not vote the party ticket; some voters scribbled on their ballots the names "Ike" and "Churchill." Raids on these rebels were carried out in the streets and on the voting grounds. Suspects were automatically handed a three-year prison sentence.

According to the victims them-

selves, imprisonment in a cell, horrible as it is, sometimes appears preferable to imprisonment of the mind and spirit. Mr. X., who escaped from Prague, told the interviewing press, in what may well be a lesson for all the peoples of the Free World:

"You can't take freedom for granted. We Czechs learned that too late. We did not realize that, with many citizens indifferent, a small, well-organized minority can turn the tables and seize power. . . . The tragedy was made possible by the indifference of supposedly freedom loving people like yourselves. What can happen in one democracy can be repeated in another. . . . 'Vote as you like, but vote,' is a slogan you must obey," he warned. . . . "It is fallacy to think that democracy is secure. You can best preserve your democratic liberties if you regularly exercise your right to vote."

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#### Let Discouragement Harden Your Determination . . . Never Your Heart.

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"Any family man can tell you that the most inflammable wood is a chip on the shoulder."—*Burton Hillis in Better Homes & Gardens*.

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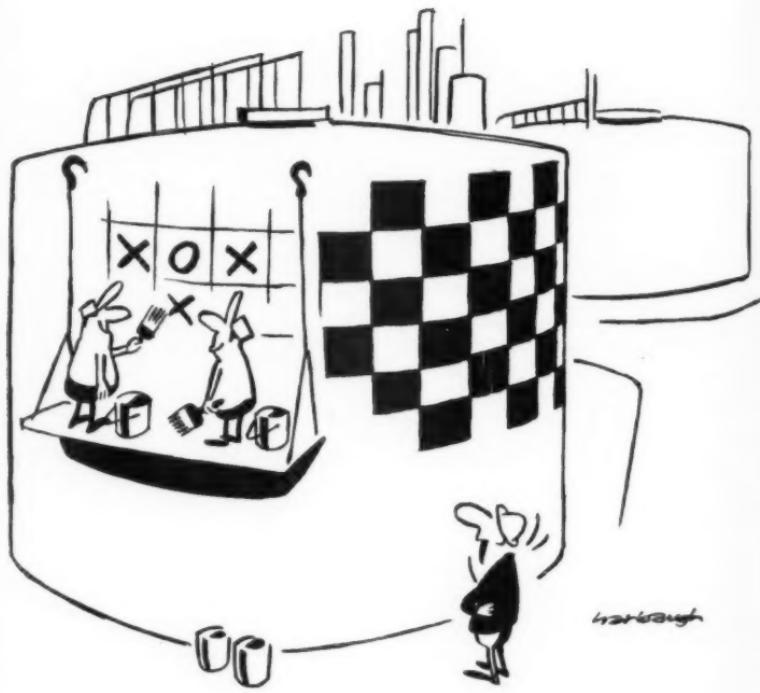
*"We must do something to remedy the status quo."*

*"What is the status quo?"*

*"That, brother, is Latin for the mess we're in!"*

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"Human behavior is hard to understand because man is not primarily rational, but emotional. Reasons for behavior are understandable not in terms of logic but only in terms of needs, values, attitudes. To excel in human relations, ask yourself why this behavior occurs."—*Dr. C. Gilbert Wren in "Field Notes."*



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# DAYTON RUBBER

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## Influence Abroad

by

Brainard Platt



THE president of the Dayton Rubber Co., A. L. Freedlander, is a believer in the old axiom: *help others and you help yourself.*

And the stern leader of the Dayton firm can support this belief with facts that he likes to call his "foreign technical service division."

It was in 1932, at the very depth of the depression, that Freedlander hit upon the idea that has literally stretched Dayton Rubber influence to the four corners of the world.

He had built up an experienced technical staff, responsible for several pioneering rubber innovations, and the depression was making it difficult for him to hold the staff together.

He knew that overseas, in less technically advanced countries, new

foreign firms were just getting started in the rubber business.

Freedlander reasoned that they could use Dayton's own technical staff help and that they would be willing to pay fees sufficient to keep Dayton's technical staff busy and together.

People who know Freedlander know that it takes him little time to put an idea into action, and his foreign technical service division was no exception.

*In the last 20 years he has quietly built up one of the foremost foreign technical service operations of any American*

Few American industrial leaders have played greater roles in the development of the National Management Association than has A. L. Freedlander, President of Dayton Rubber Co. He was the first president of the Foreman's Club of Dayton (1922), from which the NMA movement was born.

*firm. He now has specialists operating in six foreign countries.*

And Freedlander is convinced that while his firm has been spreading American know-how it also has come up with many first-class ideas for home production operations.

In 1934, Dayton Rubber started its service aiding Askim Gummivare-fabrik, a Norwegian firm near Oslo, making tires, boots and shoes and miscellaneous rubber goods.

Under its supervision, production has reached 600 tires a day.

The second contract was with Cia. Brasileria de Artifactors de Borracha, in Rio de Janeiro. Dayton helped the firm make real headway in the tire business.

The third contract was with Denmark's Roulunde Fabriker, a manufacturer of rubber belting. Dayton not only aided in the modernization of the plant but improved production of materials for transmission and conveyor belts.

N. W. Vereenigde Nederlandsche Rubberfabrieken of Holland, was the fourth contract. This time Dayton not only modernized the original plant, helping the firm to become Holland's largest belt division, but managed to get equipment for the bombed-out plant after the war.

The big French automobile maker, Regie Nationale des Usines Renault, was the fifth contract, and Dayton know-how enabled this firm to in-

crease tire production from 1,200 to 2,000 daily.

The sixth involved the Alliance Tire and Rubber Co. Ltd., in Israel—a new firm that started from scratch with Dayton guidance.

Alliance supervision was trained in Dayton before it returned to Israel and that helped put into practice ideas gained in the Dayton plant. Even the help employed in the Alliance plant was inexperienced, made up of persons who never had worked in a factory—much less on a rubber company production line.

*In setting up its foreign technical service program, Dayton Rubber's system has been designed to differ almost completely from plans of most other American firms.*

For example, its services, paid for in American dollars, are either on a flat fee basis or on a percentage of sales.

Most other company plans involve either complete ownership and management of the foreign plant or payment in form of a minority stock interest, with some Americans in key positions.

In Dayton's case, all but Alliance were established companies making tires or other rubber products. Dayton people do not serve on the boards of the companies nor do they work on merchandising activities.



● Dayton functions take the following approaches:

¶ They set up production methods, either from scratch or through expansions, and serve as a buying information office rather than as purchasing agent.

¶ They bring employees from the overseas firms to Dayton to study operations in the local plant and sometimes even visit plants of Dayton competitors.

¶ They carry on a continuous service and trouble-shooting program and send their own people to foreign countries to work for specific periods with the new firms.

*Freedlander reasons, and not without some justification, that bringing employees from foreign plants has helped to spread the American mode of life and its advantages.*

Here, they are taken into Dayton homes, shown how and where to buy, and given a chance to see Americans at work and at play.

Moreover, Dayton has contributed as much business to American firms as it gets in fees in orders for "Made in U.S.A." equipment to be shipped to the foreign factories.

Freedlander is convinced that his company's program not only has helped specific firms but has developed new, responsible industries which have provided needed employment, thereby making each country

a better market for American goods and equipment.

"In addition, we feel the mute testimony of the effectiveness of our training has undeniably helped make people in those countries more receptive to the American way of life," he contends.

"I believed from the beginning that we would have to go in not only with engineering advice and assistance but, like a teacher, try to share our knowledge with others.

"We found a great difference between one country and another. Each followed a varying pace. Each has little quirks and ways of doing things. None were really unusual, when you consider that by them we in the States are often regarded as a little crazy.

*"In almost every case, those who came from abroad to work in Dayton's own plant have been struck by the speed of U.S. workmen. They marvel at the number of labor-saving devices supplied by management so that output can be increased for everyone's sake."*

Freedlander recalls that in 1949 the Norwegian associate bought some truck-tire-building machines but failed to get increased production.

When the Dayton Rubber man called on the plant he commented that he couldn't understand why production wasn't better, since the Norwegians were just as good work-

men as Americans.

Freedlander said the appeal brought quick response, and some said they couldn't believe production could be as fast as the Daytonian indicated.

As a result, the Norwegian union sent two men to the Dayton plant. They put on overalls and went to work, checking time studies and learning work methods.

When they returned to the Norwegian plant and told of their findings and experiences, increased production was quickly brought about.

And the company reported, "Demonstrating by example did more than anything else to sell our people on how you really operate."

Freedlander reports that in working with overseas firms his firm has gone beyond engineering assistance, trying to help develop ways whereby workers who produce more get paid more.

This, Freedlander believes, has helped sell the American free enterprise system abroad.

Moreover, he feels bringing men to the United States has prompted

many to go back enthusiastic about everything American.

"We believe our foreign aid program has proved that a dollar invested in the right way in Europe, the Middle East and the Far East, particularly, is worth infinitely more than \$100 in military aid," Freedlander said.

The Dayton Rubber program has won widespread recognition, not only from the governments of the countries in which it operates, but here at home.

Freedlander, for example, won the Dayton Chamber of Commerce's world trade trophy in 1951 for meritorious contribution toward the advancement of international amity and goodwill through the medium of world trade.

But the Dayton Rubber Co. president, one of the founders of the foremens' club movement, feels his greatest satisfaction is the knowledge that he is making a splendid contribution toward advancement of the American way of life throughout the world.

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A new "paper welder" may replace the paper clip and the staple. The new device fastens the paper when you press down on a handle. To take sheets apart, you simply rub them with a smooth object.

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"Get the facts. Recognize the equities of all concerned, keep an open mind and work hard."—Alfred P. Sloan, retiring chairman of the board of General Motors Corp.

THE  
**FOREMAN'S  
ROLE**

**In Personnel Selection**

**by W. W. HOLMAN**

ONE DAY last June in a mid-western plant, the personnel man excused himself from an interview and picked up the angrily ringing telephone.

"Listen, Williams," proclaimed a gruff voice on the other end, "I want you to dump this stock chaser we got up here before he gets his 30 days in!"

Williams' immediate reaction was one of mild bewilderment. He'd been far off on another train of thought, interviewing a business school graduate for an office job. In the brief seconds he thought about it, it seemed to take eons to bring into focus a recollection of the events that led up to the phone call.

Now he remembered having alerted Drake, the assembly foreman, at the end of the stock chaser's 20th day. He remembered also that previous experience taught him the value of progress reports on new

people after about the fourth week. They aided immeasurably in determining whether or not a new employee would make the grade. In the absence of any contrary remarks from Drake, the personnel man assumed a satisfactory probationary period had been served. The stock chaser's name was added to the seniority list at the end of the 30th day, and a memo to that effect was placed on Drake's desk.

As calmly as possible, Williams recalled to the foreman the happenings that led up to today's episode. There was a period of dead silence at the other end. Finally Drake said, "I swear I don't know where you get these ringers you send me. I guess we're stuck with him now."

Perhaps some foremen are tempted to say: Yes—that's all too true, now. *Things were OK back in the good old days when we did the*

biring. We knew what was going on—what we were getting.

But what these foremen do not remember about the "good old days" is the lack of time they had to devote to good personnel selection, and that they undoubtedly picked quite a few "ringers" themselves.

It seems absurd, in these days of scientific personnel methods, that we are really not too far removed from an era where one day new workers were picked by counting off every other man; while the next day the hiring foreman chose only those who wore brown shoes.

When properly utilized, the personnel department of today can be one of the foreman's most effective production tools. But the foreman must give it half a chance to work for him.

To get back to the situation with Williams and Drake: in their plant, about 85 per cent of the employees are unskilled female machine operators and assemblers, working at tasks that require a relatively high degree of manual dexterity and eye-hand co-ordination. Trained people are at opposite extremes on the ladder of skill. At the top are engineers, millwrights, tool and die makers, setup men. In the lower category are sweepers and stock chasers. If we are to advocate the foreman's paying better attention to *whom he gets in the first place*, we must first recommend that he have a little more to do with the actual hiring. Obviously,

of course there is a realm of reason—a point of diminishing return.

It would be pointlessly time-consuming for the department head to interview and pass on each unskilled sweeper or machine operator or assembler. So Williams hit upon a likely plan. He would devise a set of standards.

Williams called together the various supervisors in the plant. He went over briefly some of the functions of his department, how the employment office could contribute to the over-all plant efficiency. He told the group his reason for calling them together. Then he asked his question, plainly and simply: "What do you want?"

The answers were as interesting as they were varied. One foreman swore up and down he'd have nothing more to do with left-handed people. "The flow of work in my department just isn't right for a southpaw," he stated.

The machine shop foreman had observed over a number of years that tall girls worked out better for him. The girl over 5'-5" could handle the equipment better, and was not so susceptible to fatigue as her less long-stemmed counterpart.

The office supervisor named a prototype. "Make 'em all like Molly," he said. The girl he spoke of wasn't a particularly speedy worker, but she was always present, never tardy, and above all—she got along with everyone in her department.

The maintenance foreman asked for sweepers between 50 and 60 years

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of age. "The right ones that age are sort of semi-retired," he said. "Get them any younger and chances are they'll either soon be dissatisfied and quit, or they've never been any good anyway."

Still another supervisor suggested steering clear of applicants who lived excessive distances from the plant, or of female applicants who had too many pre-school children. "These make for some of your nastiest absentee problems," he explained.

Williams went to work and formulated a yardstick for himself. When he finished, he found he'd have to revise his application blank. The height-weight item was already in there.

He'd used it to advantage before, knowing that persons whose weight was excessively out of proportion to their height were almost never ideal workers, and were a poor insurance risk, besides. Now he'd add a checklist for right- and left-handers.

That business of getting along with people—might be a good idea to ask about social organizations, hobbies, what they did in their spare time. Additional space was provided for listing of children and their ages.

Thanks to the informal meeting with the supervisors, the next time Williams did any rank-and-file hiring, he knew exactly what his foremen wanted. The plant's turnover rate in that respect became practically nil, with one new person in over 40 hires turning in a quit notice at the

end of two months. This one man had to fulfill a family obligation, and went back to help his aged father with a small machine shop he ran.

Because of these standards or guideposts, the foremen in Williams' plant rapidly developed a new confidence in him. They could be reasonably sure that a high percentage of new production employees would "make out."

Williams has always tried a separate, more thorough technique with male employees. Only after carefully screening the applicant and making reference checks does he call the applicant in for a personal interview. If testing is necessary, such as in the case of a timekeeper or repairman, the appropriate battery of examinations is given. Finally, after all these preliminaries are fully completed, Williams asks the foreman to drop in and meet his potential employee.

The foremen in Williams' plant know that when they are called down to meet an applicant, all of the preliminary matters have been taken care of. They know they will not have to waste a lot of time shooting elementary questions at the job-seeker. They are there primarily to extend a friendly greeting, make one or two queries of a technical nature, and to make a general over-all appraisal.

If the personnel department phone rings shortly after the foreman has stepped out, Williams usually expects to hear the voice of his recently departed supervisor. "I think that's our

boy," he'll say, or: "Let me talk to you later on this one." Both men learned long ago that each can be put on the hook by announcing final decisions in the presence of the applicant.

If the personnel man does it, then he hasn't had the benefit of the foreman's confidential appraisal. The requested visit has become meaningless. If the foreman spouts out the "come to work" order, he can cause embarrassment to the personnel man, who may have detected something, as an observer in this final interview, that hadn't previously been brought to light.

A modern-day wise man once said: "All too frequently it is only when the gang is up in arms, and stages a walkout—only then do many of us stop to think about human relations. Although the experience of Drake with the stock chaser might properly be classified as *lack of follow-up*, certainly it is also basically the lack of good human relations.

Drake thought it important enough to get the right man on the right job when he came down to the personnel office during the pre-hiring interview. But after the stock chaser was put on the payroll, he somehow became not quite as important as the current production problem, tool order, or adherence to a rush shipping schedule. Drake not only failed to ask the man how he was getting along on the job, he also failed to

make inquiries of his older, trusted employees who could have given honest information about the new employee.

Certainly Drake had been unconsciously aware that things were not going as well as they could have been, and he finally blew his top the day the newcomer packed for shipment several thousand dollars worth of the wrong parts to a good customer. Incidentally, Drake's problem of "being stuck with a ringer" was neatly solved a month later, when the stock chaser moved out of town.

Some supervisors are inclined to go to opposite extremes when it comes to taking on new people. A few like to sit in with the personnel man, to learn every conceivable thing there is to know about an applicant. Another will merely say "Get me five new ones."

It is by no means advocated here that the foreman take over the functions of the personnel department. However, if that foreman has had several unsatisfactory experiences with new people, he would do well to have an informal conference with his personnel man: Tell him what you want, and why you want it.

Too often the personnel man is an academic product of one of our universities, sufficiently schooled in psychology, economics, and personnel administration, yet without an adequate apprenticeship in an industrial environment. Certainly he is intelligent enough to realize that

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you're in business to build a product and to make a profit, and that certain things are needed to accomplish this end.

Skills are required. Certain pieces of equipment and tools are needed. Some of these the company will supply. If you are looking for a setup man, tell your hiring officer to hold out for a fellow who owns and knows how to use the proper tools of his trade. By the same token, a machine hand does not have to come loaded down with a tool and die maker's paraphernalia.

Desired physical characteristics, according to physical demands of the job, should be in your personnel requisition. Yes, and if a particular job vacancy will not require an employee of exceptional intelligence, let your personnel department know about it.

After all, one of the easiest ways to build a bad turnover rate is to put a bright young college man on a boresome, repetitive task. Make sure your personnel department checks references.

This is one of the oldest and most reliable tools at the disposal of the personnel man today. Yet, too many companies are inclined to bypass this effective means of weeding out undesirables before they're hired.

One company recently had difficulty with a young man they'd hired as a trainee. He'd just gotten out of the Army, having served a 4-year hitch that began when he was 20.

The personnel man thought it irrelevant to inquire as to the young man's activities between high school and enlistment. The youth was an ideal employee during his probationary period, then became something of a bad actor after his 30th day.

The company got rid of him when the problem employee had been absent for two consecutive days, for it was at this juncture that the local law enforcement agency called. They'd been holding the man for probation violation, and for being involved in a purse snatching, and hit-run accident.

If the previous employment listed doesn't "ring right" on a person you want to hire—if the jobs listed are all with out-of-town firms or defunct companies, *by all means* see to it that your personnel department makes a check on the applicant's background through some professional agency. Credit bureaus, professional detective agencies, and the local branch of your federal employment office will gladly fill you in on any blank spots. And do not minimize the importance of checking personal references. These sources are sometimes surprisingly frank.

Pre-employment physicals are another wise investment. Find out if physical examinations have been made a part of your company's hiring policy. If not, it would be a good idea to encourage adoption of this safeguard measure. They will pay you many times over their initial \$4 to \$6 cost.

It is a painful experience to hire a woman, train her, grow to depend on her, when all along she knows what your undiscerning eye has not detected—that she is to enter a maternity ward six to seven months hence. Persons with bad eyesight, bad hearing, defective hearts and other organic disorders can be a burden on your department, and are sure to cost the company money in the future.

An incident that occurred recently in an Ohio plant had to do with filling a watchman vacancy. The job required no more skill than to be able to adequately maintain a measure of plant security when the production workers were gone.

One man, who seemed an ideal applicant, checked out perfectly for the job. He had a good past record of long-term employment with another firm, and was out of work now only because his former employer had gone out of business. He'd had no serious accidents (he said) and no serious illnesses. He had been on the job every day as an assistant to the head guard at the main gate.

This applicant was badly needed by the plant where he applied. The personnel man placed heavy reliance on the sincerity and honesty of the man's statements. He admired the attentiveness of the applicant, noting that his eyes never once strayed during the course of the interview. Accordingly, when it was discovered that the plant physician was com-

pletely booked for physical examinations, the personnel man made a few casual inquiries about hernias, heart conditions, back troubles, etc. When the applicant avowed he'd had none of these ailments, the personnel manager told him to report for work the following day. He would work alone in his building on the mid- to eight.

An explosion occurred in the adjoining forge shop during the new man's first tour of duty. The forge-shop supervisor got on the phone in a frantic effort to call the new watchman and ask him to back out the company ambulance. The call was never answered, and an injured worker perished for lack of immediate medical attention. An investigation two days later brought out the fact that the watchman was stone deaf. His extreme attentiveness during the hiring interview had enabled him to read the personnel manager's lips.

Probably you feel that being overly curious about the personnel man's job may lead to ill feeling. You back away from anything that remotely appears like trespassing on another man's territory—anything that smacks of telling him how to run his job.

But by expressing a sincere interest in his phase of the company's operation, you will be complimenting a man who is there to do right by your department. Chances are he will welcome openly your suggestions along the lines of *getting the right man for the right job.*





# MICHIGAN'S \$1 MILLION MIRACLE

A new look at what the automobile and its allied industries did for the state of Michigan.

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*by Ben Berkey*

A "MILLION" was the magic number that put Michigan on the automotive map of America. For it is estimated that if all the automobile manufacturers who gave birth to their particular cars at the turn of the century would have pooled their assets, the total would have come out to about a million dollars!

Since the spring of 1796, when Detroit was in the hands of the British, both city and state saw many unique and unusual ventures take root and blossom under the patient and loving hands of its citizens, but none was more bizarre nor seemed more impractical at the time than the automobile.

After two false starts, Henry Ford, most aggressive of all automotive enthusiasts at the time, succeeded in perfecting his automobile. The city of Detroit became the nucleus of an industry that was just beginning to take hold in America—the manufacturing of automobiles, especially

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when the Olds Motor Works announced that it was capable of producing over 4,000 cars. This was in 1902. In that same year, Detroit held its first automobile show and it proved to be a decided success.

In 1903, the Olds Motor Works manufactured and sold the then unheard of total of 10,000 cars. The Cadillac Co. also climbed on the automotive bandwagon with their car and added new laurels to the state of Michigan.

In June of that year, Henry Ford, confident that he had reached the pinnacle of achievement with his automobile, located his most enthusiastic sponsor, a businessman named Alexander Malcomson, who with his friend James Couzens, organized the original Ford Motor Co.

Shortly after that, two brothers, John and Horace Dodge, inspired by the automotive interest that was sweeping the state of Michigan, decided to bring their creation, the Dodge, on the market.

The Dodge Motor Co. became so successful a venture that, at the death of both brothers, the company was sold for seventy million dollars.

In the beginning, the manufacturing plants that dotted the state of Michigan were, at best, makeshift buildings, composed mostly of sheet iron and wood. The executives and personnel who labored to produce automobiles used the crudest of tools and dies and equipment.

Capital was hard to get. Often it took all they had scraped together

to put a single car on exhibition for prospective dealers.

With business in a state of flux, the automobile manufacturers worked on small margins and seemed content. Then, a bombshell dropped on the peaceful automotive industry. An inventor in Rochester, New York, one George Baldwin Selden, accused all the automobile manufacturers of infringing on his patent of the engine. The manufacturers saw no way out, and proceeded to pay the inventor royalties for the use of the patent.

The Ford Motor Co., however, refused to pay a penny in royalties, terming the accusation illegal. The case was taken to court, and after years of court battles, the higher court came forth with a decision in favor of Henry Ford's company. This was in 1911, and it was ruled that practically no motor manufactured by the automobile industry infringed on the Selden patent.

About this time, few automobile manufacturers entertained the idea of building cars on a mass production basis. They placed their emphasis instead on a limited market for their product. But many things worked against progress of the automobile. Bad roads were everywhere, and service almost impossible to get, while high prices discouraged the public from accepting this new mode of travel.

Two years earlier, William C. Durant of the Buick Co., offered to

buy the Ford plants for \$8,000,000, but was turned down by the bankers with the advice that it was not worth that much money. Durant had already purchased the Cadillac, Oldsmobile and Oakland plants. With Buick, this group eventually became General Motors, the colossus of the automotive industry.

A small group of men, with a genius for automotive leadership, emerged as financial giants in those days. Among them were Walter P. Chrysler, Alfred P. Sloan, Jr., the Fisher Brothers, William S. Knudsen, and Charles F. Kettering, with the latter inventing the self-starter, a mechanical device engineers informed him could not possibly succeed.

In the years that followed, the automotive industry brought to American life its greatest economic freedom. America's automobile industries have led and surpassed those all over the civilized world, until, in today's atomic age they are looked upon as a miracle of enterprise, initiative and ingenuity.

But the picture was not so bright in the days when Michigan's laws threatened to make automobile driving and riding a burden rather than a pleasure. When little more than a trickle of automobiles clogged the highways and byways of the state of Michigan, a law required that an attendant walk ahead of any "horseless carriage" to warn drivers of horse carriages, and those on horse-

back, of its approach. The car had to be stopped while the attendant held the reins of the horse or horses, and led them past the chugging motor-car.

At night, all attendants were required to carry red lanterns. But, strange to say, these regulations did little to stop new automobile manufacturers from getting into the field, with most of them choosing Detroit as their manufacturing base of operations.

Among them were the Saxon, the Flanders, or the Bush, the Abbott, and in other parts of Michigan were manufactured the Roamer, the Saginaw, the Marquette, the Earl, the Lion, the Wills-St. Claire and others.

The first act regulating the use of automobiles by private drivers in Michigan was passed by the legislature in 1905, with each owner-driver registering his car with the secretary of state.

Since the advent of the automobile, Michigan has remained the focal point of the automotive industry, and Detroit and Flint remain the center of interest where new trends and developments and styles originate.

The motor age was perhaps the reason for the state of Michigan's sudden interest in developing her highways and roads. Early pioneer trails that had become roads, and then improved, had soon developed into four of the most important highways running out of Detroit.

As early as 1824, Congress appropriated \$20,000 for a road between

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Detroit and Toledo, and three years later, a similar amount was appropriated for a connecting link between Detroit and Chicago.

Soon after Michigan was admitted to the Union in 1837, construction work on roads stopped altogether. In 1870, competition from railroads brought about a gradual decline in road building. The bicycle craze in 1893, however, was the cause of new interest in good roads and in that year a law was passed which permitted any county to appoint a county road commissioner and to establish an agency to make a study of road conditions and to report on its future development.

Michigan's first State Highway Department was established in 1905, with Senator Horatio Earle at its head. At his suggestion the state instituted measures to license automobile drivers, with the revenue to be used for the development of its highways.

The State of Michigan was responsible for pioneering many highway and road developments. The first was the rural concrete road, laid down in Wayne county in 1909, and later adopted as the uniform unit of measurement of 20 feet as the ideal width for pavements, and 100 feet or more for right-of-ways.

Michigan's construction engineers also pioneered in the use of oil and chemicals for laying dust; the study of sub-soils; the study of snow-removal; the beautification of roadsides; the establishment of roadside parks and picnic sites, and made all these betterments convenient to automobile travel.

The roll-call of tributes to Michigan's inspired leadership in the automotive industry is endless, but perhaps the most enduring sign of the success of motor transportation in today's atomic age, is a symbol known to millions all over the civilized world—F.O.B. Detroit, U.S.A.!

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Poverty can be defined as a miserable state which deprives people of many things which they are better off without.

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WORRY is like a rocking chair: it will give you something to do but it won't get you anywhere.

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*There is only one proof of ability—action.*

—Marie Ebner-Eschenbach.

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Dentist: "I thought you said this tooth hadn't been filled before? I find traces of gold on my drill."

Patient (feebly): "Perhaps you've struck my collar button."



"If it's the dinner, we'll eat out. If it's the house, it's insured.  
If it's your temper, I'll come home later."

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# Noise is EXPENSIVE

by E. M. Marshall



NOW THAT locating qualified workers can be correctly likened to finding needles in haystacks, some firms having excellent methods for attracting talented college graduates are learning the hard way that such employees do not always remain long enough to pay for their training.

Just a little questioning among these highly skilled folks proved quite enlightening to one such firm, because the reasons given for leaving did not lie in bigger salaries, nor in the type of work preferred. But it did lie in a wish to obtain different surroundings—quieter ones, in almost every instance!

The English philosopher, Herbert Spencer, once declared: "You may gauge a man's intellectual capacity by the degree of his tolerance of unnecessary noise."

"It's the noise. I can't work in such a din. Even a few minutes of concentration is impossible in all

that racket," a scientist declared, frowning. (His quarters had been near a drop forge, and both New York and Wisconsin courts have awarded compensation to drop forgers on account of deafness caused by their job.)

"I had continual headaches from the racket, lost weight and decided I'd have to find somewhere else to work," a nurse, whose office had been in a very noisy part of a factory, stated.

"My boss was always bellowing," a physicist growled. "He began in an outside job and that's what he had done in the field, so that's what

he kept right on doing in the office —yelling."

Frederick C. Bartlett in his book, "The Problem of Noise," gives this explanation: "Persons who are badly adjusted to life, being perhaps run down, worried or thwarted, or attempting too much or too little, often complain of noise when their distress really has fundamentally other and deeper psychological causes. Their condition is not likely to be permanently improved unless the noise is reduced."

A. H. Davis, D. Sc., principal scientific officer in the Physics Department of the National Physical Laboratory, in his book, "Noise," says: "Doctors have found such serious cumulative effects growing from noise that disturbs sleep as failing health and efficiency. Highly sensitive neurasthenic conditions are finally reached by such exhausted folks."

Other conclusions of Mr. Davis are that "the disturbance of work due to noise is greatest when concentration is most intense and prolonged, so that it seems almost as though our reactions to noise cause a drain on our energy. This loss is least tolerated when our task requires every ounce of mental force we can apply."

The work D. A. Laird did with sound provides more evidence that sound has an effect upon various aspects of physical ability. His experiments proved that listening to jazz slightly increased physical

strength of a grip; that noise reduced the quickness with which a person could respond, and the ability to become habituated to noise depended on the type of sound; that noise interferes with simple mental functions such as adding, memorizing and performing psychological intelligence tests. He was not quite so certain but that noise had increased sensations of smell, increased normal ability to distinguish slight changes in color or that noise did not sharpen our other senses to a surprising extent by stimulating our protective instincts!

Most employers have always realized that to do their best thinking they needed quiet. Perhaps that is why so many executives, including President Eisenhower, have taken up golf in order to have a little quiet in which to get a proper perspective on problems which need to be solved.

But what many of them were not aware of is that noise decreases working efficiency in everyone, that noise cuts down production even in quite simple jobs requiring little or no mental effort!

Time studies taken in clamorous surroundings prove that noise is a factor which tires workers so that skilled ones do not turn out as much work as they will in quiet surroundings, and that unskilled ones find it harder to learn than when taught where they can readily hear everything the instructor says. The effort they make to hear above the noise

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of machinery proves tiring and so shows up in fewer units of products, and well as in faulty work habits that sometimes go undetected and may even be dangerous.

Yet a few fortunate souls (and city editors often are among them) seem to be endowed with enough concentration so that they can lose themselves in whatever they are doing, and apparently be deaf to the tumult around them. But this oblivion is dearly bought. Such ailments as nervous disorders, heart ailments, ulcers and irascible dispositions afflict a large percentage of such creative workers.

And new medical experiments indicate that these ailments result from demands their body makes for such simple things as peace and quiet. To go at top speed, to be continually in high gear, wears out any machine, even one lubricated with the finest oil and run by the most expensive fuel. The body is a most efficient machine—yet it, too, will not take gruelling punishment continually without protesting.

There are not yet too many statistics available as to how great a part noise is playing in even the matter of *keeping* qualified workers—much less to prove that if production lags, noise may be the reason. Such facts as are available have often come about as much from chance as from actual company planning, but they are proof positive that quiet pays immeasurably.

One firm which had an assembling department next to a boiler shop moved the department into quieter quarters with these astounding results: output increased 37.5 per cent and rejections dropped from 75 to seven per cent!

Just as one swallow doesn't make a summer, neither will such statistics. But other companies, aware for the first time of the price noise is costing, are doing their best to achieve more quiet "all along the line."

Though lacking a permanent standard for learning how much noise must be tolerated even under the most favorable conditions in any busy plant, most firms are striving to hold all noise to a minimum and to seal off especially noisy operations so that only those employed in such departments will have to undergo the clamour. Sometimes this is a simple matter, but oftener, it proves most baffling.

When machines are not kept properly lubricated and adjusted, the maintenance crews are often responsible for the ensuing din. These crews need to be coached on the value of achieving quieter surroundings throughout the plant. When they take pride in doing their part in boosting production by providing needed quiet, the well-being of the employees will show up in more units of perfect work and in healthier, happier workers—loyal to their company and not easily lured away to other firms.

# ERRORS:

## Destructive or Constructive?

by John C. Downing

**T**HE OTHER day our product design department made an error. We issued a "check-copy" print as a final design available for manufacture and sale. This was the direct opposite from our intent. At that particular stage of development, the product was a "dog" requiring alteration and revision, through consultation with the customer, before it could be issued as a bona fide design.

As soon as the error was discovered, we issued a letter recalling all the prints and took the necessary steps to rectify the mistake. Any one familiar with production engineering knows what confusion can result when change-orders are released ahead of schedule or before the parts are available for the new or improved model change.

Errors are peculiar, frustrating and many times elusive quirks, faux pas or boo-boos that forever plague human efforts. Only nature and animal instinct seem to be able to keep everything else around us in line and



order with very few errors. But whenever people do something, whether it be work or play, we soon find ourselves struggling our way through a web or sea of errors in order to accomplish the end results.

Errors may result from wrong thinking, misunderstood procedures, improper instructions, poor judgment, incorrect action, weak communications or faulty decisions. Errors even arise from plain omission, that is, doing nothing when something should have been done. The consequences of errors can be minor, serious, humorous, accidental or cumulative.

A friend of mine not too long ago started out to work—impeccably dressed with snow white dress shirt buttoned at the collar, gold-plated tie clasp in place, but—no tie. The first time I ever bowled on-the-green, I started the delivery of a perfect bowl. As soon as the bowl left my hand, I realized and so did my teammates, that I had made an error. The

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bowl curled beautifully, ending up on the next green, which certainly helped our opponents.

On the last Friday the 13th I put the business end of a Parker Pen in my shirt pocket, uncapped, where it remained for five minutes, seeping through the outer layer, then the inner layer of cloth and then on to me before I discovered it. Goodbye, shirt—and a pleasant evening at home. Since that day a plastic shirt-pocket insert has become part of my daily apparel.

Errors may make life interesting, the game exciting, and they may add zest to business competition if we recognize their value and deal with them in the proper manner. Winners make the best of their errors, attempt to make them advantageous and strive to reduce them to a minimum.

From every error a lesson should be gained to prevent a repeat or to strengthen the team effort or business procedure so that if they do occur again, the results are minimized.

In the design of automatic control equipment various features are incorporated to correct errors. Errors occur from the changing physical state of things such as pressure, temperature, humidity, windage, expansion or contraction.

Errors may result from mechanical play, linkage arc, inherent time-lag, gear backlash, relay feedback, or plain friction.

If these errors are not corrected through compensating means or circuits, the errors may accumulate so that the whole control system is upset and it dictates a "zig" when it should "zag" or it prints a positive answer when the result should be "in-the-red."

Let us not sit back and hope that all our modern electronic equipment being installed in many of our plants today will answer all our problems or correct our errors. This equipment will only be as correct and free of errors as our knowledge of the facts which we put into the machines, and the skill of the operators who check out the circuits, punch cards and push buttons.

After a mechanical business office is put into motion we may still have people conducting emergency business by word of mouth via phone calls. Therefore, a trial order for say a dozen samples in a non-standard material or shape can snowball from one person to another so that the machine will print sufficient production orders to make 12,000 articles. What disposition will be given to the 11,988 non-standard parts or products if the trial is not successful?

Fantastic, you say? Many of us read in the papers this past summer about the story concerning a New York perfumer. It seemed that a good customer of his sent a check to cover an invoice of \$400. The check was made out in the amount

of \$8,000,000. The check was returned with regret. A machine error or human error?

Yes, errors are peculiar, frustrating, pesky things that form hurdles

in the daily path for each one of us. How do we as management men deal with them? Do we accept them as a necessary evil or do we do something about them?

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Wealth is not only what you Have, but it is also what you Are.

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Another Year Has Gone; what did you get out of it? Another Year Is Coming; what are you going to put into it? Happy New Year.

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Time wasted is existence; used, it's life.

## Reprints for Sale!

So great has been the demand for reprints of the June, 1956, MANAGE article on "The Importance of the Wife in Executive Development" that the NMA has had it reprinted in booklet form. Copies are available in any quantity at five cents per booklet.

These booklets are ideal for Ladies Night favors, for general distribution to club members' wives, or for sending home with members to give to their wives—compliments of the club.

Orders should be sent to: NMA Headquarters, Reprint Department, 321 West First Street, Dayton 2, Ohio.

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"What's that, Spooner, . . . the molten metal mambo?"

## A Supervisor's Guide to Intelligent Labor Relations



# ACT on FACT

by James Black

**P**EGGY PORTER had a will of her own, and when she decided that her interpretation of company rules was more sensible than her supervisor's idea of what they meant, she acted accordingly.

Peggy wanted a winter vacation. She believed that under the union contract she was entitled to it. The supervisor, after consultation with his boss, denied her request. Peggy went vacationing anyway. When she returned she found management was prepared to "miss her around there." That's the background for her grievance. Soon an arbitrator was hearing all about Peggy's trip.

Before we examine the pros and cons of the argument, shall we take a look at the vacation clause that was written into the labor agreement? It read like this: "For the period from May 31, 1954 through May 28, 1955, all full-time employees shall be entitled to one week's vacation with forty-two and one-half (42½) hours straight time pay after one year of continuous service, and

to two weeks' vacation with eighty-five (85) hours straight time pay after two years of continuous service."

Peggy began her job in January of 1953, and had been on it until February of 1955. From the standpoint of time served, she was entitled to a two-week vacation. No argument there. Management admitted it. But there was more to the story. So let's go back to the beginning and see what happened. Then we can decide if Peggy was right, or whether her foreman used good judgment in terminating her.

It was in early January, 1955, that Peggy Porter asked the business agent of her union if she was eligible for a vacation.

"You have two weeks coming to you," he replied.

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He then suggested that when she wanted to take the time she should give management 30 days notice.

This Peggy did. She saw her supervisor and inquired, "Is it all right if I take my vacation during the winter months?"

"I don't see why not," he answered. "Of course, I'll have to clear it with the department head, but I think it can be arranged. When do you want to go?"

"I'd like to leave February 28," said Peggy. "My husband is taking his vacation then, and we have plans all made."

Two weeks later Peggy's boss learned that the company was planning a large promotional sale to take place during the period when Peggy hoped to be away. He was told he would need additional help in his department to take care of the increased volume of business. Still, he did not see why this would interfere with the plans of Peggy Porter. At this point, however, he had not officially put in her request with management. Peggy thought everything was all right.

On February 15 the business agent of the union saw her and said he believed her request for a vacation would be granted. He was wrong. The very next day, when Peggy's boss finally asked his superior if she could take time off starting February 28, he was told, "By no means. The sale starts on February 17, and nobody, but nobody! can take a vacation while it lasts."

When Peggy got the news she didn't like it. Sale or no sale, she had made her plans and she expected to go through with them. She didn't say anything to her boss or to his superior, but she did hotfoot it to the union business agent. He called the personnel manager to see if anything could be done, but was informed the only way Peggy could take a vacation during the period of the sale was "to quit."

Shortly after that the union official repeated to Peggy his conversation with the personnel manager.

"Look," she said, "my husband and I have made plans. We intend to take our vacation."

"Don't worry," the business agent replied. "If there is any trouble when you come back, I'll fight it."

"Thanks," said Peggy. "I'll leave on February 28 and I'll be back on March 15."

She did just that, too. Collecting her wages on February 25, the last day of her employment, she noticed that her vacation check was not included. That didn't stop her. Peggy was vacation-bound.

When she did not report to work the following week her foreman telephoned her home, but the line was busy. He did not repeat the call. Soon afterward the personnel manager mailed Peggy a letter. It said, "We have tried to reach you by telephone but have been unable to do so. This is to notify you that you are on unauthorized leave of absence."

"You knew that due to our special

sales promotion it was necessary to deny all vacation requests. You did not report to work on a regularly scheduled work day. Your action gives us no alternative but to separate you from our employ."

True, Peggy didn't get the letter until she returned home. When she read it she called the union business agent who, as a result of what she said, wrote a letter himself—a letter to the company. The gist of it was that Peggy had started her vacation on February 28 for two weeks as per Article 10 of the union agreement. He added she had asked for the vacation in January, but had received no definite reply. She had made a similar request in February, but had heard nothing until her request was denied because of the sales campaign. Peggy, said the business agent, had then told the company she planned to leave on February 28, as she was entitled to do, and that she would report back to work on March 15.

Bright and early on that day, as good as her word, Peggy came to work, but her time card was not in the rack.

"Peggy, you are through," her supervisor told her.

Now it was up to the business agent to make good on the backing he had promised. He filed a grievance in her behalf. It finally reached an arbitrator. This is the argument the union made in defense of Peggy.

"This employee was entitled to a

vacation under the union agreement, and she had a right to plan ahead for that vacation. The company should have worked out a reasonable arrangement with her so she could take it. The reason for the misunderstanding was due to management's failure to make a decision. It never gave the employee a definite answer to her question until it was too late for her to change her plans, so she was fully justified in exercising her rights under the labor contract. Because she did not know where she stood, and because her plans had long been made, she had no other choice but to go when she did. Her punishment is unfair. She should be reinstated in her job."

"This case is not even arbitrable," replied the company. "The union did not file its complaint within five days as the contract required. Furthermore, the company has the right to schedule the vacations of its employees, under the terms of the union agreement. (Here the company referred to the management rights provision.) Peggy Porter had not been given permission to leave when she did; in fact, the evidence clearly shows she had been denied that permission."

When the arguments were concluded, the arbitrator had some definite facts on which to act. It was evident Peggy's supervisor didn't knock himself out to get an answer to her request. He had even encouraged her to believe that it would be approved.

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On the other hand, when he told her he thought management would approve her vacation, he did not know that a sale was scheduled for the time she wished to be absent. Besides, was Peggy justified in acting independently, trusting her own interpretation of the union contract, when a management decision was not to her liking, and then expect to be reinstated in her job? You can imagine what that would do to discipline in a company.

Here is what the arbitrator said. "The case is arbitrable. If the company did not believe it was arbitrable, it should not have accepted the grievance in the first place. But the record shows that Peggy Porter asked for a vacation at a specific time, and that her request was refused. What's more, Peggy knew it had been refused. The testimony corroborates this fact, so does the letter the business agent wrote to the personnel manager.

"The business agent knew what the consequences might be for Peggy. He had been told by the personnel director that the only way she could take her vacation during the sales campaign was 'to quit.' Nevertheless he advised her to go ahead and assured her he would 'fight' her case.

"Peggy took her vacation without permission and contrary to the expressed refusal of the employer. Under the union provision that the company has 'the right to establish and maintain rules and regulations

covering the operation of the stores, a violation of which shall be among the causes for discharge, management is justified, in the absence of a specific vacation period, in establishing vacation periods for its employees.' Peggy broke the rules. She did it knowingly and defiantly. Her termination was for cause."

Peggy lost her job. And she deserved it. She was a victim of her own willfulness and the bad advice of her union representative, who evidently believed he could throw a great deal more weight around the company than proved possible. But the business agent's bad judgment was no help to Peggy.

While it is easy to second guess, perhaps she was also a victim of lax leadership on the part of her supervisor. He had an opportunity to show real foremanship, and he didn't take advantage of it—at least so far as the record shows. In the first place, he took his time about getting an answer to her request.

Had he acted immediately he would probably have learned of the sales campaign scheduled to start about the date that Peggy wanted off, and he could have told her in time for her to change her plans. It is only human to be disappointed when you have your plans all made and then at the last minute must rearrange them, so we can understand Peggy if we can't excuse her. If the foreman had established a close relationship with his employes, he

might have been able to talk Peggy out of her decision to go ahead despite the consequences.

"I know you are disappointed," he could have said. "Perhaps we can telephone your husband's company and tell his boss what happened. Then maybe your husband can change his vacation to a time that will suit you both. Your union representative is not giving you the best advice. He doesn't have much to lose if he's wrong—only an argument. Your job is on the line."

Of course, this might not have worked, and perhaps the foreman did just that, although it is not in the record.

Peggy got what was coming to her, for nobody can take the law or company rules into his own hands and act as he pleases. Still, a foreman has a job of leadership. It is up to him to anticipate trouble and act wisely to head it off. The supervisor who practices intelligent human relations can avoid a great deal of grief—for himself and for impetuous or impulsive employees. That is why supervising is such a big responsibility, and that is why foremen must always do just a little bit more than their jobs if they want to be real foremen. Had Peggy's boss been

a good counselor her case might never have occurred.

*This case is based on an actual situation described in the LABOR RELATIONS REPORTER, June 29, 1955.*

#### FROM THE READERS

To the Editor:

... I have reviewed this (August 17) issue of COLLIER'S Magazine and found it in variance with editorial information (MANAGE, October issue, CAPITALISM A HOUSEHOLD WORD, page 7), and I am sure that you are interested in knowing of this discrepancy.

You will recall your editorial carried the following statement:

"It is these down-to-earth Americans (those earning less than \$7500 a year) who now own two-thirds of all common stock issued by American Corporations."

The statement in COLLIER'S, on which I presume you based your editorial, read as follows:

"Two-thirds of the share holders of American Business are in households with incomes under \$7500 per year."

L. W. McKenna  
Lockheed Aircraft Corp.  
Burbank, Calif.

*Mr. McKenna is correct and we appreciate his attentiveness to detail. MANAGE erred in so arbitrarily redistributing the stock editorially and we hope readers will take note that two-thirds of U. S. stockholders are in households with incomes of less than \$7500 per year—not that all these average folks own two-thirds of all the stock.—ED.*

*A problem child was becoming too well acquainted with the principal's office. One day the principal showed her annoyance. "This is the fifth time I've punished you this week. What have you to say for yourself?"*

*"I'm glad it's Friday."*

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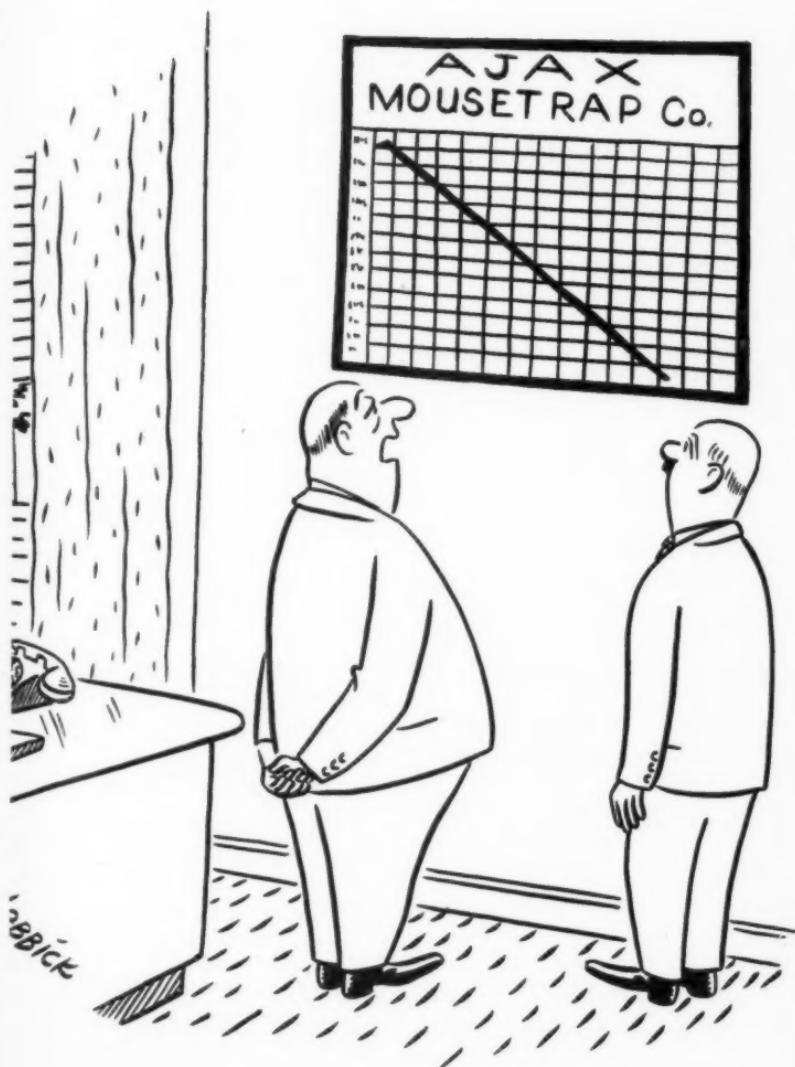
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"Let's face it. We've got to build a better mousetrap."



## BUSINESS NOTEBOOK

*By William M. Freeman*

**E**DDIE DAVIS was in the hospital, and the specialists shook their heads gravely. There was nothing to be done.

Eddie had a lot of friends. In his great days as a society orchestra leader he had played for thousands upon thousands, and his bands had called on the services of many musicians.

A big man in the music world—a former collegian with warm memories of Eddie's friendship—heard of Eddie's illness and got together a group of Eddie's musicians, and Eddie, too, to make music. They played some 27 well-loved numbers, pieces Eddie had helped make famous, and some recording equipment took it all down, just the way they played it. Eddie went back to the hospital, and then he died, long before his time.

The record they made that day is out. It's called "Stepping in Society," and it's quite a success. The American Cancer Society is getting a handsome return from the money paid for the record.

Would you say this is a little story that doesn't belong in a column headed "Business Notebook"? Of course it does, because the record company—Columbia—is a business concern, and union musicians are

business men, and record-selling is big business, and so on. And business men have hearts, and warmth, and love, and perhaps some tears. Some of this is in the record—it lasts an hour or so—and some lives will be saved by the research it is making possible.

There are plenty of men in business who go far beyond cold cash and account books. One who deals in—

### SINKERS AND COFFEE

—is the ornery Mr. Black. Bill Black breaks all the rules. He's the coffee roaster who urged the public not to buy coffee—his own Chock Full O' Nuts or any other brand—until prices dropped. Now he is arguing with the National Dunking Association, an industry trade group representing the doughnut manufacturers.

Mr. Black, who has sold more than 325,000,000 doughnuts at the rate

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of 50,000 a day in his retail outlets, snorts at word from the doughnut association that its baker members are planning to cut the hole in the doughnut from five-eighths of an inch to three-eighths. This would make the outer rim thicker, they explained, and dunkers so would have "better gripping."

Nonsense, said Mr. Black in effect. His doughnuts will continue to have a diameter of three-quarters of an inch at the hole and an over-all diameter of two and three-quarters inches. First off, he said he'd been checking and found only one in 900 customers was a dunker. Further, of every three dunkers (that means 2,700 customers in all) two were ashamed of dunking and dunked on the sly.

"The reason we construct holes in doughnuts," he said, "is to permit the shortening to be properly distributed and to reach the center. Now, if you make the hole smaller, you increase the thickness. But doughnuts shouldn't be too thick because increased thickness prevents the shortening from being evenly distributed.

"In fact, it deteriorates the quality of a doughnut, since doughnut taste is in proportion to the amount of shortening it absorbs. That's why we will continue to bake doughnuts in the same ratio."

Mr. Black is a fighter for first things first, which is as it should be. You hear now and then of other

upholders of principles of earlier days. Even—

#### THE YANKEE PEDDLER

—appears on the scene from time to time. Some days ago a transcontinental bus set out from Norwalk, Conn., on a two-year tour of the country to sell electrical connectors and other products to electrical, electronic, aircraft and military manufacturing plants. The bus, with a field engineer in charge, represents the Burndy Engineering Co. As it was "christened," Gov. A. A. Ribicoff had this to say:

"You are going to be the Yankee peddler of the mid-20th century. I take off my hat to you because you are adopting tactics that were successful in colonial wars when men went out on the road peddling their wares."

Some businessmen sit in their offices and study sales charts and wonder why sales are dropping—and others go out and show the customers what they have to sell. Perhaps there should be more Yankee peddlers. This is not at all inconsistent with the rise of machines to direct production. If more workers are freed from the factory they can go into the all-important task of—

#### ENLARGING SALES

—by working in the fields of advertising, promotion and the like, in addition to actual selling over the counter or as a modern-day Yankee peddler. The outlook for the future

is that we will have an increasing shortage of workers, not unemployment, as the result of automation.

In a recent speech Ralph J. Cordner, president of the General Electric Co., suggested that automation was essential as "the only solution to our long-range problem of unemployment." This was his answer to the often-heard charge that automation carried a threat to jobs. It *does* end certain jobs when it substitutes a machine for a supervisor, but it adds many more than it takes away.

It is the story of the harness leather industry all over again. When the automobile was chugging its first chugs people worried over what would happen to harness makers. When the electric light was introduced, there was concern over unemployment among the lamplighters who toured cities at dusk to turn on the gas. And when the phonograph began scratching, musicians were afraid it would put them out of business. There are many more in auto work than there ever were in the harness industry, and the same story is true of electric utilities and the music-recording business. Every advance in mechanization is—

#### A HELP TO LABOR

—and most thinking labor leaders recognize the fact. Mr. Cordner figures that in the next decade this country will need to step up production by 40 per cent but in that period, he says, we can look for only 14 per cent more workers to do the

job. The answer is for each of us to put in more hours and work harder or, by some means such as automation, raise the amount each of us can produce in a given time. If the latter course, which seems the better one, is adopted, each of us will earn more and have more leisure time, which makes for a fuller and richer life. Can there be any doubt of automation's benefit?

Here's an example of how a technological advance has—

#### HELPED AN INDUSTRY

—when it seemed clear that all it could possibly do was to reduce jobs drastically:

The textile research laboratories came up with stretch yarns to replace the ordinary fibers used in men's hose. This meant that a single size, or perhaps two or three in certain types, would fit everyone, as against a dozen or more to cover the full range of sizes. Further, the wearing qualities were so improved that the industry's outlook was bleak. Only a few sizes were needed, and far smaller production of them, since they lasted longer.

The industry went to work on the problem created by the technological advance. Manufacturers turned out many new styles and colors, and promoted them well. The net result is that men are buying more socks than ever, developing a "wardrobe" of varied designs and hues. The buyers are happy over the better mileage they are getting and

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the industry is enjoying larger volume than it had had before the development in the laboratory that gloom-chasers thought would ruin the producers.

Speaking of textiles, here's a news note on—

#### THE WHITE SALES

—that traditionally follow Christmas. They will be held as usual this month, and the prices will be attractive.

But: sheets and pillowcases won't stay at these prices long, and there

will be fewer white sales with markdowns of any consequence. The textile industry, which has been in a bad way in recent years, has been sitting up and taking nourishment. Increased wholesale quotations have just been put into effect by leading makers. They won't be noted in the price tags on goods at this month's sales, for the most part, since most stores filled their needs before the advance. However, come time for the next white sales, the price tags will be adjusted upward.

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Plant expansion by auto-makers in the Cleveland area will soon make Ohio the second largest automotive state. General Motors is building a new Chevrolet assembly plant and Fisher Body factory at Lordstown east of Akron. Chrysler is putting up a stamping plant at Twinsburg between Akron and Cleveland. Ford will build an assembly plant near Lorain. People in the auto industry give three principal reasons for the growth: the prospect of completion of the St. Lawrence Seaway, road transportation opened up by the new Ohio turnpike and nearby steel mills.

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*"That Santa Claus guy sure messed up this detail," said the draftee.*

*"What's the beef?" asked his buddy.*

*"Fifteen years ago I asked for a soldier suit and now I get it."*

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Demands for road-building materials and equipment are expected to reach the highest level in history in 1957 as a result of the multi-billion dollar Federal highway program. Demands for materials will increase by more than 20 per cent. This excludes new road construction by the states, and most states are expected to build new arteries to U.S. roads.

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*The club bore was boasting of his ability to distinguish between different beverages. Finally one of the listeners took a flask from his pocket and asked the connoisseur to taste it and tell him what it was. The man took a mouthful and promptly yelled, "Great Scott, that's gasoline!"*

*"I know," came the curt reply, "but what brand?"*



## The Oliver Management Club of Shelbyville, Ill.

# Management Team of the Month

FOR a twenty-hour weekend period in September, our Oliver Corporation's Shelbyville, Ill., plant, normally a producer of fine farm equipment, turned playground-equipment manufacturer. The company undoubtedly showed during that period its greatest margin of profit in relation to its investment cost since P. T. Barnum hung his last sign.

Opportunity for civic leadership service knocked at our 63-member Oliver Management Club door, and we didn't waste time before taking advantage of it. A three-acre community playground for children of 5,000-population Shelbyville was built by the town, but after asphalt-ing a portion of the area the town had little money left for the necessary playground equipment. It was the world's bleakest community play area for children. They could only play such games as tag and blind man's bluff. Since the new community playground adjoined the Vine Street School, there were plenty of children looking longingly at the equipment-less play area.

So the Oliver Management Club stepped in.

Our members in purchasing and production control looked over stock equipment and materials ordinarily used for making hay-balers, field mowers, field rakes, soil testers and various types of other farm and defense equipment. They visualized sturdy swings, basketball goals, jungle gyms, teeter-totters, and so forth.

As the plant closed down for the weekend on a Friday evening, 25 members of the Management Club kept working—but at sawing steel and wood, driving lift-trucks, shaping steel pipe, and cutting sheet metal and wooden seats to specification. At midnight they went home, dog-tired but anxious to get back to work with the entire club group at 7 a.m. Saturday.

For eight and one-half hours on Saturday, the whole club welded, assembled, painted and transported playground equipment to the now not-so-barren Stagmeyer Community Playground. The Oliver-green play-

ground equipment brightened up not only the playground but also the face of every kid for miles around who climbed on board the stuff as soon as it was set up and tested.

By dark in Shelbyville, there was approximately \$1,500 worth of playground equipment in hot use. Kids were standing in line for turns. The town's school and playground fund paid \$302.81 to the Oliver Corporation for the basic materials. The Oliver Management Club, without actually spending a dime, contributed

nearly \$1,200 worth of time and know-how.

When we pass the playground and see Shelbyville children healthfully, safely enjoying the equipment, every member of our club who helped put in that 610 man-hours feels repaid many times. Ours was a management team effort with both immediate and long-range benefits from the development of good future generations for our town.

*F. O. Bryson, President  
The Oliver Management Club  
Shelbyville, Ill.*

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A welfare-pension fund in which the employer makes no contribution must sound like heresy to most union leaders today.

The plan provides that a player with five years of major league service will receive \$83 a month at the age of 50. This will increase to \$175 a month for a ten-year man, \$225 for a fifteen-year man and \$275 for a twenty-year man.

Under the present plan, which will terminate at the end of this year, a five-year man receives \$50 a month and a ten-year man \$100 a month. A \$100 payment now is the maximum.

There also are life insurance, hospitalization and disability benefits.

All players will be required to pay \$344 a year to be eligible for participation. Heretofore a player was required to pay \$250 a year, a sum matched by his club.

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When a woman finds she has nothing to do, she figures it's a good time to catch up on her spending.

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Too many know how to say nothing; too few know when.

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Here are the answers to "Test Your Word Sense" on page 18.

1-c, 2-a, 3-d, 4-b, 5-c, 6-d, 7-c, 8-c, 9-b, 10-d, 11-c, 12-c.



"If my credit was good, I wouldn't need a loan!"

# SPEECH FORMULAS

## *How to Read a Speech Aloud*

Fourteenth of a series of articles



by LESTER L. McCRARY, Ph.D.

BUSINESS and professional people are often called on to read aloud a speech or technical paper which has been written by themselves or another. When such reading is well done, the results are stimulating and productive for both the speaker and his listeners.

However, when the performer is slavishly chained to his manuscript, hobbling painfully from word to word, giving his listeners furtive "duty" glances or ignoring them completely, perspiring with problems of "place" and meaning, the message of the address is overshadowed by the pathetic show of incompetence.

Fortunately, the ineffective oral reader can greatly improve his skill by attention to a few simple techniques.

ONE—The first step in developing oral reading skill is to know



thoroughly the aim or purpose of the speech to be read. Before oral presentation, the speaker should be able to state in a few words of his own what the address is about, what it is to accomplish. Such statements, or paraphrase, should not be in the language of the manuscript, but in the speaker's *conversational language*.

TWO—The second step is to learn to read the words of the talk aloud as if they were one's own ideas. Too often, particularly in the past, children in our schools were taught to read words aloud as units of sound, not as ideas. True, the teachers made some effort to have pupils read "with expression," but the training consisted largely of drilling to let the voice "fall" or "drop" if there were a period at the end of the sentence, or to "go up" if a question mark appeared. Generally, children learned

to read aloud with flat, expressionless voices which showed little responsiveness to the potential ideas of their material. Unfortunately, these habit patterns have persisted into adulthood. The effective reader creates the impression that he is not reading aloud but instead, is telling, in his own words, something he has experienced or is experiencing. He reads as if he were talking to his listeners.

**THREE**—The third step, and the most abused in oral reading, is the effective co-ordination of eye contacts with pausing and phrasing. The eyes should not focus on one or two individuals, but should communicate meaningfully, first here, then there, with those in the back of the room, those on either side, and those front and center.

#### TECHNIQUE IN READING, TALKING

To achieve this co-ordination it is necessary to do just the reverse of what is done by the ordinary, unskilled oral reader. Such a reader will glance at a written sentence, assimilate as much of it as he can, raise his eyes to the audience and begin to recite. Somewhere toward the middle of the sentence he forgets what is coming next and his eyes go back to the page and remain there until he has found his place and completed the sentence. Then he begins the next sentence the same way, continuing thus throughout the

talk. If the speaker will reverse this method—look at his listeners during the last half of the phrase or sentence, not the first half—he will be on the road to success.

Contact with his listeners during the last half of the sentence or phrase gives the reader a chance to share the full meaning of the spoken words. At the close of the sentence or phrase the oral reader may pause momentarily, his eyes still on the audience, so that the communicative effect will be greater. Then, while the listeners are thinking over the content of what has been spoken, the reader's eyes return to the page and begin to assimilate and analyze the next thought unit.

Eye contacts will vary with the length and complexity of sentences to be read. Very short sentences and short phrases can be given completely with the speaker's eyes on the audience. Longer sentences require more complex attention. Let us illustrate this point with a couple of sentences from Lincoln's second inaugural address. The italicised words indicate when the reader should have eye contacts with his listeners.

"On the occasion corresponding to this four years ago, all thoughts were anxiously directed to an impending civil war."

"Both parties deprecated the war, but one of them would make war rather than let the nation survive, and the other would accept war rather than let it perish."

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In the first example above, the speaker's eyes would remain on the page until reaching the comma, where, during a slight pause his eyes would race ahead and absorb the remainder of the sentence. Then, as he was still speaking, the eyes would come up and communicate with the audience.

In the second example, the first thought unit is short, therefore the speaker can assimilate it entirely and give it to the listeners with full eye contact.

#### PAUSE AT END OF THOUGHT

In effective oral reading, the speaker may keep a finger or thumb along the margin of the page opposite the spot to which he wishes to return following his contacts with his listeners. But, if the speaker

pauses at the ends of sentences and thought units, he will have much less difficulty finding his "place" than is normally the case.

To sum up the steps in successful oral reading of a written address, the following are to be noted:

*First*, be able to state in a few short, conversational sentences, the purpose or objective of the speech.

*Second*, read as if you were talking, not reading, to your listeners.

*Third*, have direct, meaningful eye contacts with your listeners during the last part of sentences or phrases, not during the first part.

Combine the above ingredients with a lively sense of communication and you will shortly become an effective oral reader.

This article originally appeared in *Industrial Supervisor*, a publication of the National Safety Council. The entire series of 16 articles entitled "Pocket Book of Speech Formulas" can be secured singly or in quantities from the National Safety Council, Publications Division, 425 North Michigan avenue, Chicago 11, Ill.

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*Two old fellows in Pennsylvania were scanning angry skies. Their conversation follows:*

*First: "Reminds me of clouds back in South Carolina just before the hurricane struck."*

*Second: "Bad, was it?"*

*First: "Well, I never had no intention of visitin' Pennsylvania."—Chanute Tribune.*

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Monaco, Europe's richest country, per capita, also is its smallest. Its land area covers only 368 acres. In comparison New York City's Central Park is 840 acres.

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It's more important to get in the FIRST THOUGHT than the LAST WORD.

# *How* WOULD YOU HAVE SOLVED THIS?



by Lloyd P. Brenberger

NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than FEBRUARY 10, 1957. Address your solutions of no more than 500 words to Editor, MANAGE, 321 West First Street, Dayton 2, Ohio.

## PROBLEM NO. 11

### HUSBAND AND WIFE TROUBLE

The general policy of the Dayrd company is *not* to employ married couples. However, the policy does not cover the woman continuing to work for the company after marriage to a man who is an employee of the company. About six months ago Dick, the supervisor of department A, had this policy brought to his attention by a series of events. George, a man Dick had been training for the post of second shift supervisor, started reporting for work late, he was absent, and Dick thought he had noticed a marked change in George's attitude. This all started a month after George's marriage to one of the girls in tabulating. Dick decided to see what was happening, so he called George in for an informal discussion. George explained that his wife wasn't well and that his lateness and absences were due to his wife's health. The conversation also uncovered the fact that job conditions were a favorite topic of discussion at George's home and Dick was sure that the wife was not satisfied with her job. A few discreet inquiries confirmed this. Both George and the girl were counseled on this but their habits grew worse. Both were also valuable employees and their respective supervisors did not want to discharge them. What would you do?

(Remember the deadline: February 10, 1957)

**THIS WAS SUPERVISORY****PROBLEM NO. 8**

One of the qualities necessary for leadership is the ability to reach decisions, the ability to make up your mind and then carry through.

The trouble with Bob, a foreman at Gizmo, Inc., was that he couldn't make up his mind, he couldn't reach decisions on his own. Although he knew his job well enough, he was continually asking his superiors for advice and suggestions. He was asking them to do a basic part of his own work.

Bob would hem and haw over the simplest and most trivial matters. Usually he'd solve the dilemma by saying: "Well, I'd better see the boss about this one."

Finally, the boss called Bob in for a talk. What would you do if you were Bob's boss?

**THE WINNERS**

The following are the best solutions to the supervisory problem No. 8. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

Professor Brenberger, who writes the problem for "How Would You Have Solved This?" and judges the entries of contestants, is head of the Department of Industrial Engineering of the University of Dayton. He is a graduate of the General Motors Institute and has had wide experience in industrial relations and engineering. In recent years he served as a project supervisor for a secret Air Force and Navy research program. He spends part of his free time conducting a specialized management development training course, which he organized for Air Force reserve officers.

**"COLD TURKEY" TALK**

*By James McCormick, Pittsburgh Coke & Chemical Co., Pittsburgh, Pa.*

Inasmuch as Bob was called in for a talk, as his Boss I would certainly talk to him, and talk "cold turkey."

First I would remind him of the fact that he knows his job and apparently is quite capable of performing it, or he wouldn't have been given the job in the first place.

Secondly, Bob's weakness, that of indecision, would be pointed out to him and specific examples or occasions recalled to him, using actual dates. As his immediate superior in the company I am sure I would have this information listed before calling him in.

Thirdly, the importance of this "decision" phase of his duties and responsibilities as a foreman would be explained. If Bob displays no confidence in himself, the men under him would lose all confidence in him, and as a result of this lost confidence the production of his department could and would suffer, both in quality and quantity. The fact that his responsibilities were being carried by his superiors would be emphasized, using the above-mentioned specific examples as clinchers.

Finally, in as firm, friendly, and frank a way as possible I would advise, *not* threaten, Bob to (1) spend some time concentrating on ways to correct this lack of aggressive thought and final conclusion; (2) think positively; (3) take what he believes to be the right stand in matters requiring a choice, and to stick to his decision.

Possibly—no, probably—some mistakes will be made, but if Bob is the sensible person he appears to be, such mistakes will be few, and no great harm will come from them because he will quickly see if and where he has made a mistake and will promptly correct it. Also, as Bob makes more decisions he will gain confidence in his own ability to act for himself; there will be less hesitation, and the improvement in Bob and his group will make the talk with him well worth-while.

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#### LEARN BY DOING

By J. J. Welsh, *Westinghouse Electric Corp., Buffalo, N. Y.*

Bob, the foreman, has to learn by doing. A supervisor must grow or go. Coaching and training are in order on this problem. To help Bob gain confidence in making up his own mind and reaching his own decisions, his immediate supervisor must have the ability and the willingness to coach and train him.

If Bob worked with me, this is what I would do: let him know that he is leaning on others for suggestions, opinions, or decisions, and not accepting the responsibility which is a part of his work. Since he knows the job well enough, there are no good reasons for always seeking advice. I would put the *question mover* into practice. When he would come to me on simple, trivial, or difficult problems, I would apply the questions and let him think and search for the answers. I would assign him to

particular problems, follow up on progress, and encourage him on to further improvement.

Experience has proven that this pattern generally corrects the fault with fellows like Bob, and brings to light the fact that he is actually producing answers to his own problems. I feel reasonably sure that Bob would gradually gain confidence in himself, develop his own thinking power, and eventually take the lead on problems of the day.

---

#### NO CLEAR OUTLINE

By J. O. Clickenger, *Hughes Aircraft Co., Tucson, Ariz.*

Bob's inability to reach a decision may be due to a natural timidity to accept responsibility of a supervisory nature. It is also possible that his boss has not clearly outlined his responsibility or authority.

Whatever is the case, the boss should reaffirm his confidence in Bob and carefully state or restate the latitude of his job. He should be encouraged to reach a decision, right or wrong, and follow through on it. If he finds he is wrong, he should be able to reverse or alter his decision.

The boss should explain also, that Bob has his support and if the issue to be decided is important enough or concerns policy, by all means he should check with him. After a time Bob's supervisor should call him in for a further talk, kindly pointing out areas where improvement is necessary and complimenting him on the progress made.

In all probability, defining Bob's job, encouraging him to stand on his own feet and reasonable patience on the boss's part will make a good supervisor of this man.

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## **ON FREEDOM:**

*Russia has only one  
opponent: the explosive  
power of democratic ideas  
and the inborn urge of the  
human race in the direc-  
tion of freedom.—Karl  
Marx, New York Tribune,  
April 12, 1853*



*Nothing will stop us from  
gaining our freedom . . . it  
is just a matter of time . . .  
a short time.—Hungarian  
Freedom Fighter, Bud-  
apest, November 15, 1956*

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